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Triennial review of the implementation of recommendations made by the Committee for Programme and Coordination at its forty-seventh session on the in-depth evaluation of political affairs

Report of the Office of Internal Oversight Services

Summary

The present report of the Office of Internal Oversight Services (OIOS) is submitted in accordance with the decision taken by the Committee for Programme and Coordination at its twenty-second session to review the implementation of its recommendations three years after taking decisions on evaluations submitted to the Committee. This triennial review determined whether the 38 recommendations from the in-depth evaluation of political affairs endorsed by the Committee for Programme and Coordination have been implemented. The review focused on five OIOS reports on in-depth evaluation of political affairs.

During the past years, the Department of Political Affairs has made significant progress in addressing some of the issues identified by OIOS in 2007. Of a total of 38 recommendations from all five reports, the Department has implemented 29; the remaining 9 are in progress. The annex to the present report presents a summary table of the implementation status of each of the recommendations and remaining actions to be taken. While most of the recommendations addressed to specific divisions and units within the Department have been implemented, a majority of the remaining required actions for implementation cut across the Department of Political Affairs.

* E/AC.51/2010/1.

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In implementing the evaluation recommendations, OIOS noted in particular the following key achievements:

- The 2007 report of the Secretary-General on the revised estimates to the proposed programme budget for the biennium 2008-2009, relating to the Department of Political Affairs (A/62/521), was a milestone, and the subsequent approval by the General Assembly of many of the proposed changes made a significant difference to the Department (see A/62/521 and General Assembly resolution 63/261). It initiated numerous changes at all levels, some of which are reflected in the present review.
- Knowledge management in the Department has been strengthened considerably.
- The Department has taken significant steps to develop guidelines covering all areas of its work.
- Overall management in the Department has been strengthened.
- Coordination and collaboration, both within the Department and with key partners, has been enhanced.

At the same time, OIOS noted the following critical actions required for the implementation of outstanding recommendations:

- The Department should populate its Intranet with content, integrate it with various division databases, and make it fully functioning.
- The Department should establish a distinct mechanism for feedback from Member States on the work performance of the Department.
- The Department should put the new evaluation policy into practice.
- The Secretary-General, in consultation with the Department of Political Affairs, should assess the envoy system and establish a framework for the appointment of envoys.

I. Introduction

1. At its forty-seventh session in 2007, the Committee for Programme and Coordination considered five reports of the Office of Internal Oversight Services (OIOS) on the in-depth evaluation of political affairs (see E/AC.51/2007/2; E/AC.51/2007/2/Add.1, E/AC.51/2007/2/Add.2, E/AC.51/2007/2/Add.3 and Corr.1, and E/AC.51/2007/2/Add.4).

2. The present report is a triennial review of the 38 recommendations endorsed by the Committee for Programme and Coordination (see A/62/16, paras. 88-93), with the objective of reporting on the current status of implementation of those recommendations.

3. The methodology for the triennial review included: (a) a review and analysis of biennial progress reports on the status of recommendations that are monitored through the OIOS Issue Track database; (b) an analysis of relevant information, documents and reports obtained from the Department of Political Affairs; and (c) interviews with programme managers in the Department. A draft of the report was made available to the Department, the Office of Human Resources Management (OHRM) and the Executive Office of the Secretary-General for review, and the comments received have been incorporated as appropriate. Given the length constraint of this document, only the main part of each recommendation is replicated; the full text of all recommendations can be referenced in the OIOS reports.

II. Findings

4. Overall, OIOS found that of the total of 38 recommendations from all five reports, 29 have been implemented and 9 are in progress. The implementation status of recommendations from each report is presented below. The annex to the report presents a summary table of the implementation status of each of the recommendations and remaining actions to be taken.

Recommendations contained in the OIOS summary report (E/AC.51/2007/2)

Recommendation 1: Taking into account the findings highlighted in recent OIOS evaluations and audits, the Department should conduct a strategic planning exercise in order to develop a clearer Department-wide vision and mission statement.

5. OIOS considers the report of the Secretary-General on the strengthening of the Department of Political Affairs (A/62/521) to have articulated a clear vision and mission for the Department. Although it is in principle a budget document, it is also a strategic document outlining the purpose, objectives, tasks and resource requirements of the Department. The General Assembly, in resolution 63/261, approved the proposed structural changes to the Department, as well as additional financial and human resources. OIOS found that that report has impacted all areas of the work of the Department by guiding the strategic planning of all Department of Political Affairs subprogrammes.

6. OIOS considers this recommendation to have been implemented.

Recommendation 2: The Department should develop a Department-wide knowledge management strategy and system for more effectively capturing, storing, sharing and integrating knowledge across divisions and units and executive management.

7. Within the Department of Political Affairs, the guidance and best practices team in the Policy Planning Unit undertook a systematic review of knowledge management in the Department in 2009. OIOS reviewed a lessons learning survey that was administered to all Department staff, which revealed the importance of establishing online access for crucial information on the Department's work. Approximately three quarters of respondents indicated that they would use a Department intranet to access lessons learned, guidance and training materials.

8. The Department consequently decided to develop a new intranet that will be accessible to Headquarters staff and to its 11 field presences. OIOS was informed that the intranet will be launched in May 2010. OIOS considers this intranet a major step forward in strengthening knowledge management in the Department. Among many features, it will provide the opportunity to search lessons learned, share knowledge and participate in communities of practice. It will also be harmonized with the intranet of the Department of Peacekeeping Operations Intranet, allowing for searching of both databases simultaneously. Moreover, the Department has established an intranet focal point system in the field in order to ensure that the needs of field missions are also taken into account.

9. As will be discussed later in this report, knowledge management systems have also been set up in the Electoral Assistance Division, the Security Council Affairs Division, and the Decolonization Unit and for special political missions. Although not all databases are equally developed, overall the Department has progressed significantly.

10. OIOS considers this recommendation to be in progress. In order for OIOS to consider it implemented, the Department intranet must be fully functioning, populated with content and integrated with the various Division databases.

Recommendation 3: To ensure more efficient use of existing resources, the Department should develop a plan that outlines options for staff mobility within the Department and task reallocation between divisions and units, wherever the need is greatest.

11. With General Assembly approval of structural changes and additional human resources in the Department of Political Affairs (see para. 5 above), a reallocation of tasks and resources within the Department was made possible.

12. The Under-Secretary-General for Political Affairs has advocated for staff mobility on a voluntary basis, as documented in a 2009 note to Department staff that states that staff who would like a new challenge or to broaden their range of experience are encouraged to volunteer for lateral moves within the Department. OIOS was informed that, during the past three years, five people have moved within the Department. There have also been some temporary moves. For example, the Security Council Affairs Division seconded a staff member to the Africa I Division, and the Division for Palestinian Rights had a staff member temporarily assigned to the Security Council Affairs Division.

13. OIOS considers this recommendation to have been implemented.

Recommendation 4: The Department should consider recasting the roles of senior leaders in the Department so that Department management and administrative responsibilities are clearly delegated to one or more key individuals with primary responsibility and accountability for day-to-day operations of the Department.

14. The Under-Secretary-General for Political Affairs has considered this recommendation and is of the view that the delegation of management and administrative responsibilities to one Assistant Secretary-General only would be counterproductive. Instead, OIOS has been informed that both Assistant Secretaries-General were assigned greater administrative and management responsibilities in order to improve the management of the Department. The two Assistant Secretaries-General and the Under-Secretary-General, together with the Executive Office and the Special Assistant to the Under-Secretary-General, share management and administrative responsibilities and accountability.

15. OIOS noted that the Secretary-General's Bulletin on reporting lines within the Department of Political Affairs has also helped with clearer delegation of management and administrative responsibilities, since the Division directors now report to the Assistant Secretaries-General; previously, they reported to the Under-Secretary-General through the Assistant Secretaries-General (see ST/SGB/2009/13 and Corr.1). Furthermore, OIOS was informed that the arrival of a new Assistant Secretary-General has contributed to the introduction of new management methods and that the new arrangements are working satisfactorily.

16. OIOS considers this recommendation to have been implemented.

Recommendation 5: The Department should establish a framework for obtaining client feedback that is regular and systematic.

17. OIOS noted that the Department of Political Affairs has not yet established a formal mechanism for client feedback on the Department's work performance, and finds some reluctance to establish such a mechanism. OIOS was informed that there are a number of other ways to obtain client feedback, in particular through direct interaction with Member States in the context of Security Council or General Assembly deliberations, or through the senior management compact process with the Secretary-General. However, OIOS noted that in the new Department of Political Affairs evaluation policy (see para. 20 below) it is foreseen that the divisions that primarily service intergovernmental bodies will establish evaluation mechanisms for a more systematic and regular client feedback mechanism, including using tools such as client surveys.

18. OIOS is of the view that the recommendation made to establish a regular feedback mechanism at the Department level still holds merit. Client feedback mechanisms contribute to a better understanding of client expectations and identify areas for improvement.

19. OIOS considers this recommendation to be in progress. In order for OIOS to consider this recommendation implemented, the Department must establish a distinct mechanism for feedback from clients in addition to other scheduled activities (such as routine meetings).

Recommendation 6: The Department should develop a formal Department-wide monitoring and evaluation system.

20. The Department has a draft evaluation policy that has almost been finalized. OIOS has reviewed the policy and found it to incorporate the key elements needed in such a policy. This policy is a major step forward, as it establishes evaluation principles, roles and responsibilities, as well as an evaluation workplan and criteria for selecting evaluations. OIOS noted that the Department does not yet have the resources to establish an evaluation unit and was informed that extrabudgetary funding will be sought for the biennium 2010-2011. For the biennium 2012-2013, the Department will include provisions in the biennial budget.

21. OIOS considered that while the policy has almost been finalized and provides a good basis for an evaluation system, it is too early to say that a formal monitoring and evaluation system is in place.

22. OIOS considers this recommendation to be in progress. In order for OIOS to consider this recommendation implemented, the Department should put the evaluation policy into practice.

Recommendation 7: The executive management of the Department should undertake a needs assessment to determine the expectations and support requirements of the Department's substantive offices and units.

23. The report of the Secretary-General on the Department of Political Affairs (A/62/521) is the result of a thorough needs assessment of demands placed on the Department and the means available to meet those needs. The proposals contained in the report were designed to correct the imbalance between demands and means. As noted earlier, in its resolution 63/261, the General Assembly approved the proposed structural changes to the Department and additional financial as well as human resources were allocated, thereby meeting support requirements of the Department divisions and units.

24. OIOS considers this recommendation to have been implemented.

Recommendation 8: The Department should address the current gender imbalance among senior staff in the Department.

25. From 2005 to 2009, the total number of women at the Director level in the Department of Political Affairs has increased by two, from seven to nine. Not counting the Under-Secretary-General and the two Assistant Secretaries-General, there are currently five men at the D-2 level and nine at the D-1 level. This is a ratio of 1:1.5 (or 39 per cent women to 61 per cent men). The Department is more gender balanced at the senior level than the Secretariat is in general: in June 2009, the share of women at the D-1 level and above in the Secretariat was 27.3 per cent.

26. The Department also continues to proactively seek qualified women for positions at the P-5 level and above. To this end, the Under-Secretary-General has instructed that the list of proposed candidates for all vacancies should include at least one woman. To give additional impetus, a new Department gender focal point at the P-4 level was appointed (the former gender focal point was at the GS level). The new focal point has a broad mandate, including responding to the reporting requirements emanating from Security Council resolution 1325 (2000), which calls for a more significant presence of women in peace negotiations and conflict

resolution processes. Furthermore, it is envisaged that in 2010 each division or unit in the Department will appoint a gender focal point and develop a workplan.

27. OIOS considers this recommendation to have been implemented.

Recommendation 9: The Department leadership should ensure that the recommendations made in individual OIOS subprogramme and special political mission evaluations are appropriately followed up and implemented in a coordinated and strategic manner.

28. OIOS noted with appreciation the efforts undertaken by the Department to follow up its recommendations. The Executive Office provided timely semi-annual progress reports on the status of recommendations that are monitored through the OIOS Issue Track database. While not all recommendations have been fully implemented, the follow-up process as such has been satisfactory.

29. OIOS considers this recommendation to have been implemented, although it remains an ongoing task.

Recommendations contained in the OIOS report on electoral assistance (E/AC.51/2007/2/Add.1)

Recommendation 1: The Electoral Assistance Division should formulate clear and precise guidelines to strengthen its work processes.

30. The Electoral Assistance Division has made significant progress since 2007 in formulating guidelines for its work processes. In particular, the Division has developed: (a) guidelines on the treatment of requests from Member States; (b) guidelines for the conduct of needs assessment missions; (c) a manual on operation for electoral components in United Nations missions; (d) the Standard Operating Procedures for the Division's desk officers; and (e) a number of additional guidelines dealing with administrative processes, such as on reporting lines within the Division. While not all of the guidelines have been finalized, OIOS was informed by the Division that they are very close to final approval. OIOS reviewed all of these guidelines and found them to be clear, comprehensive and precise.

31. OIOS considers this recommendation to have been implemented.

Recommendation 2: The Division should develop a knowledge-management system to serve as a platform for the systematic collection and dissemination of institutional memory on electoral assistance.

32. The efforts of the Division to improve its knowledge management system have been threefold. First, the Division has strengthened its institutional memory by establishing a Lotus Notes database and guidelines for the management of documents. OIOS reviewed the database and finds that its structure is appropriate for managing knowledge, including categories such as best practices, lessons learned and guidelines. OIOS noted, however, that the database is populated by only a few documents. For example, there is only one document in the lessons learned category. Moreover, the database is not yet accessible from field offices.

33. Second, the Division informed OIOS that it has made efforts to identify and document good practices and formulate technical opinions on election issues. Examples of these include policy directives on election integrity and technical notes on various electoral issues like electoral dispute resolution and elector fraud.

34. Third, in order to share knowledge, the Division organized two workshops for chief technical advisers and chief electoral officers, which provided an opportunity to discuss new trends and to brief participants on United Nations policies and procedures.

35. OIOS considers this recommendation to be in progress. In order for OIOS to consider this recommendation implemented, the database — the Division's institutional memory — should be populated and made accessible to field offices, and further efforts should be made for capturing and sharing best practices and lessons learned.

Recommendation 3: The Division should strengthen coordination with its United Nations partners to further enhance information-sharing and make the delivery of electoral assistance more effective.

36. The Division has initiated the establishment of the Inter-agency Coordinating Mechanism for United Nations Electoral Assistance. OIOS reviewed the terms of reference of this mechanism and noted that its objective is "to foster greater system-wide coherence and consistency" in United Nations electoral assistance. The mechanism includes the Department of Peacekeeping Operations, the United Nations Development Programme (UNDP), the Office of the United Nations High Commissioner for Human Rights (OHCHR) and other United Nations entities. It is composed of a senior-level decision-making body and a working group. OIOS finds this to be an adequate coordination mechanism.

37. Furthermore, the Division has revised its note of guidance with UNDP to better clarify roles and standard procedures in the area of electoral assistance. While significant progress has been made, the time frame for the finalization of the guidance note remains uncertain; OIOS acknowledged that it is beyond the Division's sole control.

38. OIOS considers this recommendation to have been implemented, although coordination with United Nations partners in general remains an ongoing task.

Recommendation 4: As a follow-up to the OIOS report on the management audit of the Department of Peacekeeping Operations-substantive operations (AP2005/560/05), the Division should select an electronic format for converting the roster of experts and for facilitating partner access to electoral experts.

39. The Division has developed an electronic database for its roster of electoral experts that is fully operational and contains over 900 experts. OIOS tested the database and found that it allows for a selection of candidates along criteria such as skills (e.g., legal or information technology skills), nationality or language. OIOS considered the migration from a paper system to an electronic system to be a major exercise, which the Division has accomplished successfully.

40. OIOS considers this recommendation to have been implemented.

41. The Committee for Programme and Coordination expressed concern about inequitable geographical representation and gender imbalance in the roster of electoral assistance and requested the Secretary-General to address the issue and OIOS to report on it in the context of this triennial review.[1] OIOS compared 2006 with 2009 data with regard to regional representation and found a significant increase of experts from Africa from 15 per cent to 24 per cent; this constitutes the second largest group behind the experts from Western Europe, which remains unchanged at 32 per cent. The number of experts from North America has decreased from 22 per cent to 18 per cent, as has the number from Asia/Pacific (decreasing from 13 per cent to 11 per cent), and Central and South America (decreasing from 10 per cent to 7 per cent). The number of experts from Eastern Europe slightly increased from 5 per cent to 6 per cent, while the share of experts from the Middle East decreased from 2.3 per cent to 1 per cent. The share of female electoral experts in the roster overall stayed at 29 per cent between 2006 and 2009.

Recommendation 5: The Division should create a long-range strategic plan to address new electoral trends and changing assistance needs of Member States.

42. Two reports of the Secretary-General on election issues (A/62/293 and A/64/304) demonstrate the Division's systematic analysis of new electoral trends and changing needs of Member States. OIOS reviewed these reports and found that the first one (A/62/293) addressed key issues such as increasing demand for assistance to local elections, a shift towards introducing electronic systems into electoral processes and reduced demands on the United Nations to observe elections; the second report (A/64/304) highlighted in particular the risk of elections triggering conflict and the increasing understanding that electoral assistance should be available throughout an entire electoral cycle.

43. OIOS considers that these two reports, as well as the fact that the responsibility for strategic analysis has been clearly assigned to one unit (cluster II) within the Division, demonstrate the systematic approach of the Division to addressing changing Member State needs.

44. OIOS considers this recommendation to have been implemented.

Recommendation 6: The Division should initiate steps to review the guidelines for the Trust Fund for Electoral Observation so that they better suit the current needs of the Division.

45. The terms of reference and the title of the Trust Fund for Electoral Observation were modified in 2007 and approved by the Secretary-General. The Fund is now called the United Nations Trust Fund for Electoral Assistance. OIOS was informed by the Division that between 2007 and 2009, funds raised were approximately US$ 5.6 million, of which US$ 4.9 million were earmarked to support specific activities. Additionally, the Department of Political Affairs has established a Trust Fund in support of political affairs, including a component to fund rapid responses in election-related activities. In 2009, the Division received 26 requests for such rapid responses. OIOS is of the view that the Trust Fund for Electoral Assistance

[1] A/62/16, para. 91.

and the rapid response component in the Trust Fund in support of political affairs meet the current funding needs of the Division.

46. OIOS considers this recommendation to have been implemented.

Recommendations contained in the OIOS report on Security Council affairs (E/AC.51/2007/2/Add.2)

Recommendation 1: The Division should harness the positive relationships and reputation it has cultivated with its clients and establish more formal and open lines of communication with them on critical issues.

47. OIOS acknowledged the efforts made by the Security Council Affairs Division to strengthen communication with Council members. OIOS was informed that the Division receives regular feedback from Council members on its work in supporting the Council in the context of results-based-budgeting discussions; according to the Division, Council members generally express satisfaction in these discussions. Furthermore, the Division briefs incoming Council members individually on its role in support of the Council and provides briefings to new Council members in workshops, such as the annual seminar for Council Members organized by the United Nations Institute for Training and Research (UNITAR). The Security Council public website (www.un.org/Docs/sc) and the Department website (www.un.org/Depts/dpa/scaffairs.html) are other tools used to describe the role of the Department in support of the Council and its subsidiary bodies.

48. The Division also updates key Secretariat clients with tailor-made information on important developments within the Council; OIOS reviewed examples of these notes and inter-office memorandums and finds them to be an appropriate approach to addressing critical issues. These internal communication tools are also described in the new Security Council Affairs Division guidelines (see para. 54 below).

49. OIOS considers this recommendation to have been implemented.

Recommendation 2: The Division should expand its information and knowledge-sharing activities to establish a formal and comprehensive knowledge-management system for capturing, storing, retrieving, sharing and integrating knowledge within the Division.

50. Since 2007, the Division has undertaken a number of activities in order to strengthen its knowledge management. First, it has developed a Division-wide database (SCAD). OIOS reviewed the database and found that it allows for easy searching and sharing of documents. Second, the Division has developed comprehensive guidelines, covering all areas of its work. OIOS has reviewed the guidelines and found that they not only provide guidance on "how to", but they also capture institutional memory. OIOS considers that the database and the guidelines constitute a major step forward in terms of systematic knowledge management.

51. Furthermore, in June 2008, a Division working group on intra-divisional/inter-departmental coordination made a number of recommendations that have since been implemented. These include developing a culture of openness and inclusiveness whereby information is shared widely at all levels. OIOS was informed by Division managers that the atmosphere has changed and that staff members feel more comfortable in sharing information. This is of particular importance as part of the

knowledge and the experience related to the work of the Security Council Affairs Division are not easily shared in written form. The sharing of knowledge has further been strengthened by a teamwork approach adhered to within the Division; senior staff work with junior staff on common tasks, such as drafting the Repertoire, thereby sharing knowledge on the job.

52. OIOS considers this recommendation to have been implemented.

Recommendation 3: The Division should continue to establish and refine guidelines and similar tools that streamline its work, reduce redundancies and duplication, ensure consistency, and institutionalize staff expertise and experience.

53. The Division has developed office guidelines (dated 1 April 2009), which have been reviewed by OIOS. They contain the mandate of the Division, basics about the Security Council, procedural and formatting guidelines, templates, and examples and sources of information. The guidelines cover all areas of the Division's work, including its support to the work of the Security Council, the recording of the proceedings of the Security Council (the *Repertoire of the Practice of the Security Council*) and support to Security Council Committees and Working Groups. OIOS finds the guidelines to be comprehensive (over 200 pages), detailed and action-oriented.

54. OIOS considers this recommendation to have been implemented.

Recommendation 4: The Division should create an environment that encourages, and creates opportunities for, cross-fertilization of work within and across branches.

55. In 2008, the Division established a working group on intra-divisional/inter-departmental coordination (as mentioned in para. 51 above). A central issue addressed by the working group was the need to improve the teamwork culture in the Division. Since the working group made its recommendations in June 2008, the Division has established numerous working teams, including on the development of the above-mentioned guidelines and database, the drafting of the Security Council's annual report to the General Assembly and the internal summaries team.

56. In addition, OIOS was provided with a list of staff members that were redeployed within the Division, and OIOS noted that such redeployment has strengthened cross-fertilization of work across branches.

57. OIOS considers this recommendation to have been implemented.

Recommendation 5: While the headway made by the Division in supporting the expert groups, including steps taken to address the OIOS audit is recognized, the Division needs to further strengthen its support and oversight roles.

58. This recommendation incorporated five areas and follow-up has been taken on all five. First, the Division has developed the Panel of Experts Information Management System, which is now used by expert groups monitoring sanctions and allows them to enter data from the field. OIOS considers the System to constitute a major step forward in storing and sharing of information. Experts are able to access and enter data relevant to their particular group from anywhere in the world. The

sharing of information among different expert groups, however, is only possible in New York, in order to protect the confidentiality of the full dataset.

59. In order to better articulate the regulations governing the groups, the second component of this recommendation has been partly addressed by revising the handbook for members of Panels and Groups of Experts, which was last updated in January 2010. The conditions under which experts can be recruited is further reviewed in chapter 5 of the handbook on special political missions.

60. The compliance with rules and regulations when recruiting experts — the third component of this recommendation — has been strengthened. For example, during the period under review, the Department of Political Affairs began requiring the submission of notarized copies of university diplomas before issuing contracts to experts.

61. The Panel of Experts Information Management System also allows for better monitoring of the performance of experts, the fourth component of this recommendation. The Division can evaluate the investigative, research and report-building skills of experts on an ongoing basis by monitoring the source material and other information captured in the system. In addition, the Security Council Subsidiary Organs Branch continues to evaluate individual expert performance at the end of each assignment.

62. With regard to the fifth component — quality and diversity of experts — OIOS noted that the roster of experts, dated October 2009, contained over 450 individuals offering a wide range of expertise and reflects great geographic diversity.

63. OIOS considers this recommendation to have been implemented.

Recommendation 7: Given the substantial increase in the number of sanctions committees and monitoring mechanisms, and the corresponding increase in workload, the Department of Political Affairs should allocate additional resources to the Security Council Subsidiary Organs Branch.

64. As part of the proposal of the Secretary-General for strengthening the Department of Political Affairs (see A/62/521), two P-2 posts have been established in the Branch to strengthen its support capacity to the sanctions Committees. In addition, the Fifth Committee has approved the establishment of a P-4 post as focal point for delisting. OIOS was informed that the P-4 post also carries part of the Branch's workload in supporting the sanctions Committees and expert groups.

65. OIOS considers this recommendation to have been implemented.

Recommendations contained in the OIOS report on decolonization and question of Palestine (E/AC.51/2007/2/Add.3 and Corr.1)

Recommendation 1 (Decolonization): The Decolonization Unit should establish a formal knowledge management system for capturing, storing, retrieving, sharing and integrating knowledge within the Unit.

66. In order to strengthen its formal knowledge management, the Decolonization Unit has developed an inter-departmental knowledge-sharing and content management database called the Decolonization Content Management Database. This database captures information on procedural and substantive questions,

analyses on decolonization matters, resolutions and decisions of the General Assembly and other documents. The content-rich database became operational in 2008, and, after reviewing it, OIOS found the database to provide easy access to documents and to have good search capacity. The database has been developed in close cooperation with the Department for General Assembly and Conference Management, where the secretariat of the Special Committee on the Situation with regard to the Implementation of the Declaration of the Granting of Independence to Colonial Countries and Peoples resides, and the Secretary of the Special Committee has contributed significantly to the content, thereby capturing valuable institutional memory.

67. A second database — the Decolonization Unit News — keeps track of news items to follow developments in the Non-Self-Governing Territories and is useful in the preparation of working papers. Both databases are regularly updated, reflecting the fact that the new knowledge management system has become a standard practice.

68. OIOS considers this recommendation to have been implemented.

Recommendation 2 (Decolonization): The Decolonization Unit should develop clear and precise guidelines for all of its work products and processes, including supporting Special Committee meetings, preparing the 16 working papers and other mandated reports, and working with the Department of Public Information on the decolonization website and decolonization information materials.

69. The Unit has prepared guidelines that address its mandate, substantive work, working methods and administrative issues. The 20-page-long guidelines also contain instructions (e.g., support to the Special Committee), examples (e.g., draft letters), checklists (e.g., seminar-related documents), and terms of references (e.g., for internships). The preparation of working papers received particular attention, including a separate annex. OIOS reviewed the 2009 version and found the guidelines to be a useful tool for the Unit's work. OIOS was also informed that the guidelines are being updated continuously.

70. OIOS considers this recommendation to have been implemented.

Recommendation 3 (Decolonization): In consultation with the Special Committee, the Decolonization Unit should continue its efforts to improve the quality and scope of the 16 working papers, including by exploring with the Special Committee alternative forms of presentation.

71. OIOS reviewed a set of working papers for different territories, comparing 2006 versions with 2009 versions, and noted several improvements. For example, the table of contents of the working papers have been harmonized. Furthermore, in the new format the actions taken by the General Assembly, which used to be included in the main text and were not easily identifiable, are now captured in a separate chapter at the end of each working paper. OIOS was informed that efforts are made not to reproduce text available in other documents, but rather to refer to them in footnotes, thereby avoiding the repetition of information provided in earlier working papers. The new format used for the 16 working papers in 2008 was acceptable to the Special Committee.

72. OIOS considers this recommendation to have been implemented.

Recommendation 4 (Decolonization): The Department of Political Affairs should explore ways in which to further integrate the work of the Decolonization Unit with that of the rest of the Department, inter alia, with regard to enhancing information-sharing and cross-cutting synergies.

73. The Unit shared with OIOS a number of examples demonstrating its contribution to the tasks of the Department since 2007. For example, the exchange with regional divisions has been strengthened, in particular on decolonization issues in the Americas. Similar efforts have been undertaken for the Pacific region. The Unit has also provided support to the Offices of the Under-Secretary-General and to other department-wide cross-cutting projects, and offers support to other Divisions in the Department. At the same time, the Unit ensures that the Special Committee receives the support needed to fully implement its work.

74. OIOS considers this recommendation to have been implemented.

Recommendation 5 (Decolonization): The Department of Political Affairs, in consultation with the Department for General Assembly and Conference Management, should develop an action plan for better coordinating support to the Special Committee and improving information-sharing and communication between the secretariat and substantive support functions.

75. OIOS was informed by the Unit that collaboration with the Department for General Assembly and Conference Management is very good and strong, and that efforts have been made to improve their cooperation. The programme of work elaborated by the two offices constitutes the "de facto" annual action plan and is being implemented on a day-to-day basis (see A/AC.109/2010/L.2). The interaction has benefited from the new inter-departmental knowledge-sharing and content management database (see para. 66 above). This system not only allows for documenting institutional memory, but also improves communication with the Department for General Assembly and Conference Management, in particular with the secretariat of the Special Committee. It facilitates information and knowledge sharing as it is easily accessible to staff in both Departments. Furthermore, the Unit's new guidelines address in detail the collaboration and the division of labour between the Unit and the Department for General Assembly and Conference Management, in particular in providing support to the Special Committee.

76. OIOS considers this recommendation to have been implemented.

Recommendation 6 (question of Palestine): The Division for Palestinian Rights should assist the Committee on the Inalienable Rights of the Palestinian People in developing a strategy for enhancing the content of international meetings and conferences.

77. Since 2007, the Division for Palestinian Rights has made notable efforts to assist the Committee in expanding the range of topics and be responsive to new developments in enhancing the content of international meetings and conferences. In particular, it organized a series of meetings and events in cooperation with the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA). Examples mentioned are regular briefings by the UNRWA New York Liaison Office to the Committee and a Committee delegation's visit to Palestine refugee camps in Jordan in February 2008, which was the first time such a visit was undertaken. Since 2007, Committee delegations have also held a large number of

meetings with host country leaders or high-level officials on the sidelines of international meetings and conferences. One of the substantive issues that has been advanced by the Division and has subsequently received greater attention is the question of international humanitarian law, which was addressed in the Committee's programme of work for 2009 (see A/AC.183/2009/1, para. 25).

78. OIOS considers this recommendation to have been implemented.

Recommendation 7 (question of Palestine): The Division for Palestinian Rights should conduct regular and systematic user feedback surveys for its international meetings and conferences and for UNISPAL, in order to improve these components of its work programme.

79. The Division for Palestinian Rights has undertaken a number of initiatives to obtain more client feedback on its work. First, OIOS reviewed a recent online survey among users of the United Nations Information System on the Question of Palestine (UNISPAL) that provided information on the usefulness of the website content and contributed to further improvements of the website. Furthermore, the Division has introduced an evaluation form for participants in the training programme for staff of the Palestinian Authority. OIOS was informed, however, that the Division had not conducted surveys among participants of international meetings and conferences, since it considered that such surveys were not manageable given the large number of civil society organizations accredited with and liaising with the Committee and the frequent staff turnover since 2007 in the Division's team responsible for this aspect of the Committee's work programme.

80. While OIOS acknowledged the efforts made in obtaining and using feedback on UNISPAL and the training programme for staff of the Palestinian Authority, it maintains that surveys among participants of international meetings and conferences can be conducted without creating undue additional work to the Division, through the use of short and precise self-administered web-based surveys.

81. OIOS considers this recommendation to be in progress. In order for OIOS to consider this recommendation implemented, the Division should conduct feedback surveys among participants of international meetings and conferences. OIOS is encouraged that the Division is planning to work in the near future on developing such an online survey tool, and that it plans to brief the Committee Bureau on the modalities of introducing such a survey.

Recommendation 8 (question of Palestine): The Division for Palestinian Rights should develop a strategy for strengthening its cooperation with civil society organizations.

82. The Division has organized a number of meetings between Committee delegations and representatives of civil society organizations, in particular with representatives of the International Committee of the Red Cross, the International Federation of Red Cross and Red Crescent Societies and the Egyptian Red Crescent Society in 2009. Another example of engagement with civil society organizations was the United Nations Public Forum in Support of the Palestinian People, organized by the Division in Jakarta in June 2009, which was geared specifically towards civil society. OIOS was informed by the Division, however, that it has not developed a strategy for its cooperation with civil society organizations, partly because the Committee had decided to develop closer cooperation with

parliamentarians and inter-parliamentary organizations. As a consequence, the Division's focus has shifted from civil society organizations to parliamentarians.

83. OIOS does not find the Division's cooperation with civil society organizations to have become more strategic. Taking into account the Committee's priorities and the Division's limited resources, a strategic approach for cooperation with civil society organizations appears more pertinent than ever, particularly in the light of the many events organized by the Divisions with and without civil society organization participation.

84. OIOS considers this recommendation to be in progress. In order for OIOS to consider this recommendation implemented, the Division should develop a strategy for clarifying its cooperation with civil society organizations that is in line with the mandate of the Division and the programme of work of the Committee. OIOS recognizes that the overall strategy of the Division's work is set by the Committee, and therefore suggests that the Division develop proposals for consideration by the Committee on how its cooperation and liaison with civil society organizations can be further enhanced.

Recommendation 9 (question of Palestine): The Division for Palestinian Rights should undertake a change management exercise with a view towards strengthening Division synergies, enhancing staff morale, improving Division-level communication and addressing staff concerns regarding internal management practices discussed in the present report.

85. While a change management exercise as such was not undertaken, OIOS was informed by the Division's management that the "central thrust" of the recommendation had been implemented in several ways. The Division has undertaken a number of actions to address management practices, communication and staff concerns. First, it has developed guidance material in all areas of its work. The comprehensive material, reviewed by OIOS, provides useful guidance and checklists related to the work of the Committee secretariat and the organization of international meetings and conferences, as well as on the use of the UNISPAL documents collection. In order to further improve work processes, the Division has also started to discuss lessons learned during staff meetings. In terms of career development and professional growth, staff members have been encouraged to make use of the available training opportunities under the Staff Development Programme of OHRM. Furthermore, the Director regularly addresses staff concerns and informs them about the latest political developments through e-mails or in staff meetings. Finally, the Division's new intranet site also facilitates the sharing of information within the office.

86. OIOS considers this recommendation to have been implemented.

Recommendation 10 (question of Palestine): The Department of Political Affairs should consider ways to further integrate the Division with the rest of the Department, with regard to enhancing information-sharing and strengthening synergies and efficiencies within the Department.

87. During the past three years, the Division has made several efforts to better integrate with the rest of the Department and to contribute to its overall tasks. One staff member was temporarily assigned to the Security Council Affairs Division in 2007 and again in 2008, and another staff member filled a vacancy in the

Decolonization Unit. Periodically, the Division collaborates with other divisions and units of the Department of Political Affairs in preparing international meetings and conferences.

88. In order to share information about the Division's work, it broadened the circulation of Daily Focus, which provides a review of daily news reports on developments related to the question of Palestine. Within the Division, regular briefings on department-wide issues also take place. A divisional focal point has contributed to the preparation of a Department-wide document on guidance and best practices, and a staff member of the Division represented the Department in a Secretariat-wide forum on conflict resolution, discussing efforts by Israeli and Palestinian civil society organizations aimed at bridging the divide.

89. OIOS considers this recommendation to have been implemented.

Recommendations contained in the OIOS report on special political missions (E/AC.51/2007/2/Add.4) (see E/AC.51/2006/4 and E/AC.51/2009/3)

Recommendation 1: The Department of Political Affairs, in consultation with the Office of Legal Affairs and experts, should further strengthen and document common methodological standards and expert group reporting guidelines.

90. To strengthen standards and reporting guidelines for expert groups, the Security Council Affairs Division has developed the Panel of Experts Information Management System (see para. 58 above). The System provides expert groups with detailed tasks with regard to documenting data, and the standardized templates guide experts in classification of materials according to established criteria.[2] The System is the working tool that facilitates implementation of the evidentiary standards addressed in the handbook for members of Panels and Groups of Experts. The handbook emphasizes the importance of maintaining rigorous methodological and evidentiary standards and states that the Office of Legal Affairs should brief experts regarding due process requirements and evidentiary standards. OIOS found that the System and the handbook together provide sufficient methodological guidance for expert group reporting.

91. OIOS considers this recommendation to have been implemented.

Recommendation 2: Working with the Department of Political Affairs and the Office of Legal Affairs, the Office of Human Resources Management should take the lead and responsibility to further clarify appropriate terms and conditions under which experts can be recruited, following a systematic assessment of the support needs necessary to facilitate achievement of their mandated activities.

92. OIOS was informed by the Security Council Affairs Division that a number of the issues identified in 2006 have been resolved. For example, the salary scheme has been adjusted to take into account the experience of an expert and the cost of living.

[2] Expert groups are independent mechanisms for monitoring and reporting on sanctions violations.

Additionally, for assignments of more than one year, a break of 15 days has been introduced. These and other changes are reflected in the handbook for members of Panels and Groups of Experts. However, a number of issues remain unresolved and OIOS was informed by the Department of Political Affairs Executive Office that experts continue to express discontent with their contract conditions. OIOS noted that the fundamental challenge with expert employment remains: that is, they work de facto as full time United Nations employees, at times for several years, but work under the conditions of consultants that are designed for short-term assignments. The current system does not allow the Secretariat to employ experts under regular staff member conditions. OIOS was informed that OHRM is discussing this matter with the Department of Political Affairs to consider other possible contractual options that might better address experts' needs, particularly since their work is of a longer nature than what is envisaged for consultants; the Office of Legal Affairs will also be consulted at an early stage to ensure that any proposals in this regard are consistent with the legal and regulatory framework of the Organization.

93. OIOS considers this recommendation to be in progress. Acknowledging that implementation goes beyond the responsibility of the Department of Political Affairs, in order for OIOS to consider this recommendation implemented, OHRM, in consultation with the Department of Political Affairs and the Office of Legal Affairs, will need to continue to explore the feasibility of a new employment modality for long-term experts.

Recommendation 3: The Secretary-General, in conjunction with the Department of Political Affairs, should initiate a strategic review of the envoy system to ensure a more strategic and focused utilization of envoys in the future.

94. OIOS was informed by the Department of Political Affairs that an in-depth review of the envoy system has not been conducted. However, the envoy system was analysed in preparation of the programme budget for special political missions for the biennium 2010-2011. This budget document contained a description of the different special political missions, including the special and personal envoys of the Secretary-Genera (see A/64/346). OIOS reviewed the analysis and found that while it clarifies a number of modalities (e.g., the selection of envoys) and establishes some principles (e.g., special political missions do not have significant military or police roles), it provides limited guidance regarding the range of issues envoys could and should address. An assessment of their added value is also missing, and OIOS was informed that such an assessment is planned for 2010. OIOS noted that such an assessment is necessary for establishing a framework within which envoys can and should be appointed in order to ensure their strategic and focused utilization.

95. OIOS considers this recommendation to be in progress. In order for OIOS to consider this recommendation implemented, the Secretary-General must conduct an assessment of the envoy system and establish a framework for the appointment of envoys. The Department of Political Affairs can be consulted in this assessment.

Recommendation 4: Based on the results of the review in recommendation 3, the Department of Political Affairs, in consultation with envoys, should strengthen current management and support systems to make them more consistent and coherent.

96. In order to strengthen the management of and support to the envoy system, a number of measures have been undertaken by the Department of Political Affairs. First, the Department has developed useful guidelines for desk officers who support and backstop field missions.[3] The guidelines clarify a number of issues addressed by the OIOS evaluation: administrative support, results-based budgeting, the recruitment process, briefings, reporting and debriefings. Second, with regard to the selection of envoys, the Department has introduced a senior appointments panel, which interviews envoys and evaluates core competencies depending on the requirements of the position. The Department has also started to send "welcome" cables to each new Special Representative of the Secretary-General, including standard directives for Special Representatives of the Secretary-General, outlining reporting and administrative requirements. With regard to accountability, the Secretariat has decided to introduce compacts between envoys and the Secretary-General that clearly establish envoy responsibilities, and the Peacemaker database, a comprehensive knowledge management tool, is regularly updated and continues to be a useful source of interviews and debriefings of past envoys for preventive diplomacy. Additionally, the Department of Political Affairs and the Department of Field Security have bi-weekly meetings in order to coordinate the support to special political missions, with particular regard to field-based missions. The two departments have drafted a memorandum of understanding in order to further clarify their collaboration that has yet to be finalized.

97. OIOS considers this recommendation to have been implemented.

Recommendation 5: The Department of Political Affairs, in consultation with the Department of Peacekeeping Operations and the United Nations Development Group, should consider how to enhance coordination between expert groups, envoys, peacekeeping missions and country teams, in order to strengthen the work of the United Nations in the field.

98. OIOS finds several actions have been taken to enhance coordination between these various groups. First, the Department guidelines for desk officers who support and backstop field missions (mentioned above in para. 96) highlight the importance of coordination within the United Nations system and integrated approaches.[4] With regard to the establishment of missions, the guidelines also point to the need to explore the possibility of establishing United Nations system-wide common or shared services in the mission. The envoy briefing package contains a number of pertinent instructions regarding coordination with other United Nations entities, and the standard directives for Special Representatives of the Secretary-General also address relations with United Nations agencies and funds. Furthermore, the Security Council Affairs Division Guidelines include in the list of meetings that are arranged for expert groups at the commencement of each mandate meetings with the Department of Peacekeeping Operations and the Department of Field Support, although not with UNDP.

99. OIOS considers this recommendation to have been implemented.

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[3] HQ Support to Special Political Missions: Guidelines for Desk Officers (approved in 2009).

[4] Ibid., paras. 8-11.

Recommendation 6: The Department of Political Affairs should develop knowledge management systems to capture and disseminate expert group and envoy knowledge and to promote learning and best practices.

100. OIOS found that the Department has made significant progress in strengthening knowledge management among envoys. As already discussed in paragraph 58 above, the Security Council Affairs Division has developed the Panel of Experts Information Management System, which is now used by expert groups monitoring sanctions to facilitate knowledge sharing across monitoring groups and between former and current members of the same group. Furthermore, several additional tools have been or are in the process of being developed, including:

- a briefing package completed in 2009, containing policy and guidance material;
- a manual for United Nations mediators, compiled from interviews with Special Representatives and Envoys (expected to be finalized by mid-2010); and
- a mediation start-up kit comprising guidelines, a resources package and a training module (expected to be finalized by mid-2010).

101. Moreover, the Department Peacemaker website (www.un.org/peacemaker) is another useful knowledge source; it contains guidance material, tools and knowledge essays. Also, the Mediation Support Unit produces, in collaboration with envoys, after-action reviews, which include best practices and lessons learned. This Unit also produces long-term lessons learned studies; such assessments have recently been conducted of engagements in the Sudan and Mauritania.

102. OIOS considers this recommendation to have been implemented.

Recommendation 7: (a) The Secretary-General should give more serious, creative and strategic consideration to appointing women as envoys; (b) The Department of Political Affairs should make a determined effort to increase the number of females in expert groups.

103. This recommendation addressed two categories of special political missions: special envoys and advisers (envoys) of the Secretary-General and expert groups. Envoys represent the Secretary-General in conflict prevention, mediation and resolution; expert groups are independent mechanisms for monitoring and reporting on sanctions violations and recommending measures for strengthening compliance.

104. OIOS was informed that, with regard to the larger group of Special Representatives of the Secretary-General (of which the envoys are part), the number of women has increased, in particular with regard to the heads of peacekeeping missions. As of February 2010, out of 27 peacekeeping operations, special political missions and peacebuilding support offices, women headed two special political missions (the United Nations Peacebuilding Support Office in the Central African Republic and the United Nations Mission in Nepal) and two peacekeeping missions (the United Nations Mission in Liberia and the United Nations Integrated Mission in Timor-Leste); furthermore, women were deputy heads of five missions (the United Nations Mission in the Central African Republic and Chad, the United Nations Organization Mission in the Democratic Republic of the Congo, the United Nations Stabilization Mission in Haiti, the United Nations Assistance Mission for Iraq and the United Nations Mission in Liberia). In addition, there are several female envoys,

such as the Special Representative of the Secretary-General for Children and Armed Conflict and the recently appointed Special Representative of the Secretary-General on sexual violence in conflict.

105. Furthermore, the Department has taken action and has joined hands with the United Nations Development Fund for Women (UNIFEM) to develop a three-year strategy with the intention to improve gender balance at all levels of mediation: in the ranks of United Nations mediators themselves and in members of mediation teams. OIOS was informed that the Department now regularly submits the name of at least one woman for each senior mediation or envoy post.

106. OIOS was informed by the Security Council Affairs Division that the gender balance among experts continues to improve. Two women have recently served as expert group coordinators (the Panel of Experts on Côte d'Ivoire and the Panel of Experts on Liberia), and there are women serving as members of other groups. Moreover, the Division continues adding quality male and female candidates from all regions to its roster of experts. However, OIOS noted that only about 10 per cent of experts on the October 2009 roster were women.

107. OIOS acknowledged the serious efforts made in increasing the number of women engaged in high-level mediation and peacekeeping.

108. OIOS considers implementation of this recommendation to be in progress. In order for OIOS to consider this recommendation implemented, the ratio of women on the roster of experts to monitor the compliance of sanctions regimes must increase.

III. Conclusion

109. In conclusion, OIOS found that, during the past years, the Department of Political Affairs has made significant progress in addressing some of the vulnerabilities identified by OIOS in 2006. Three quarters of the recommendations have been implemented, and the remaining are in progress. It is noteworthy that progress in implementing recommendations that address specific divisions and units is particularly strong. Only 3 of 22 such recommendations have not yet been fully implemented. The implementation of recommendations that have relevance Department-wide appears to be more challenging: 6 of these 16 recommendations have not yet been fully implemented. With regard to outstanding recommendations, OIOS considers that the most strategic task that remains to be implemented at the Department-level is the assessment of the envoy system and the establishment of a framework for the appointment of envoys.

(*Signed*) Inga-Britt **Ahlenius**
Under-Secretary-General for Internal Oversight Services
29 March 2010

Annex

Summary of recommendations

Recommendation of the Committee for Programme and Coordination	*Status of implementation*	*Successive actions for implementation*
Summary report (E/AC.51/2007/2)		
Recommendation 1: Conduct a strategic planning exercise in order to develop a clearer Department-wide vision and mission statement	Implemented	—
Recommendation 2: Develop a Department-wide knowledge management strategy and system	In progress	Populate Department intranet with content, integrate it with various Division-databases, and make it fully functioning.
Recommendation 3: Develop a plan that outlines options for staff mobility within the Department and task reallocation between divisions and units	Implemented	—
Recommendation 4: Consider recasting the roles of senior leaders in the Department so that Department management and administrative responsibilities are clearly delegated	Implemented	—
Recommendation 5: Establish a framework for obtaining client feedback	In progress	Establish a distinct mechanism for feedback from Member States.
Recommendation 6: Develop a formal Department-wide monitoring and evaluation system	In progress	Put the evaluation policy into practice.
Recommendation 7: Undertake a needs assessment to determine the expectations and support requirements of the Department's substantive offices and units	Implemented	—
Recommendation 8: Address the current gender imbalance among senior staff in the Department	Implemented	—
Recommendation 9: Ensure that the recommendations made in individual OIOS subprogramme and special political mission evaluations are appropriately followed up and implemented	Implemented	—
Electoral assistance (E/AC.51/2007/2/Add.1)		
Recommendation 1: Formulate clear and precise guidelines to strengthen its work processes	Implemented	—
Recommendation 2: Develop a knowledge-management system	In progress	Populate Division database and make it accessible to field offices.
Recommendation 3: Strengthen coordination with its United Nations partners	Implemented	—

Recommendation of the Committee for Programme and Coordination	*Status of implementation*	*Secretariat action for implementation*
Recommendation 4: Select an electronic format for converting the roster of experts	Implemented	—
Recommendation 5: Create a long-range strategic plan to address new electoral trends and changing assistance needs of Member States	Implemented	—
Recommendation 6: Review the guidelines for the Trust Fund for Electoral Observation	Implemented	—
Security Council affairs (E/AC.51/2007/2/Add.2)		
Recommendation 1: Establish more formal and open lines of communication with clients	Implemented	—
Recommendation 2: Establish a formal and comprehensive knowledge-management system	Implemented	—
Recommendation 3: Establish and refine guidelines and similar tools that streamline its work	Implemented	—
Recommendation 4: Create an environment that encourages, and creates opportunities for, cross-fertilization of work within and across branches	Implemented	—
Recommendation 5: Strengthen the Division's support to and oversight roles of expert groups	Implemented	—
Recommendation 7: Allocate additional resources to the Security Council Subsidiary Organs Branch	Implemented	—
Decolonization and question of Palestine (E/AC.51/2007/2/Add.3 and Corr.1)		
Recommendation 1 (Decolonization): Establish a formal knowledge management system	Implemented	—
Recommendation 2 (Decolonization): Develop guidelines for all the Unit's work products and processes	Implemented	—
Recommendation 3 (Decolonization): Continue the Unit's efforts to improve the quality and the scope of the 16 working papers	Implemented	—
Recommendation 4 (Decolonization): Further integrate the work of the Unit with that of the rest of the Department	Implemented	—
Recommendation 5 (Decolonization): Develop an action plan for better coordinating support to the Special Committee and improving information-sharing and communication between the secretariat and substantive support functions	Implemented	—

Recommendation of the Committee for Programme and Coordination	Status of implementation	Necessary actions for implementation
Recommendation 6 (question of Palestine): The Division should assist the Committee on the Inalienable Rights of the Palestinian People in developing a strategy for enhancing the content of international meetings and conferences	**Implemented**	—
Recommendation 7 (question of Palestine): Conduct regular and systematic user feedback surveys for its international meetings and conferences and for UNISPAL	**In progress**	**Conduct feedback surveys among participants of international meetings and conferences.**
Recommendation 8 (question of Palestine): Develop a strategy for strengthening its cooperation with civil society organizations	**In progress**	**Develop a strategy for cooperation with civil society organizations.**
Recommendation 9 (question of Palestine): Undertake a change management exercise with a view towards strengthening Division synergies, enhancing staff morale, improving Division-level communication and addressing staff concerns regarding internal management practices	**Implemented**	—
Recommendation 10 (question of Palestine): Further integrate the Division with the rest of the Department	**Implemented**	—
Special political missions (E/AC.51/2007/2/Add.4)		
Recommendation 1: Further strengthen and document common methodological standards and expert group reporting guidelines	**Implemented**	—
Recommendation 2: Further clarify appropriate terms and conditions under which experts can be recruited	**In progress**	**Explore the feasibility of a new employment modality for long-term experts.**
Recommendation 3: Initiate a strategic review of the envoy system to ensure a more strategic and focused utilization of envoys in the future	**In progress**	**Conduct an assessment of the envoy system and establish a framework for the appointment of envoys, including the range of possible issues to be addressed and criteria for their deployment.**
Recommendation 4: Strengthen current management and support systems to the envoy system	**Implemented**	—
Recommendation 5: Consider how to enhance coordination between expert groups, envoys, peacekeeping missions and country teams	**Implemented**	—

Recommendation of the Committee for Programme and Coordination	*Status of implementation*	*Necessary actions for implementation*
Recommendation 6: Develop knowledge management systems to capture and disseminate expert group and envoy knowledge and to promote learning and best practices	Implemented	—
Recommendation 7:		
(a) The Secretary-General should give more serious, creative and strategic consideration to appointing women as envoys	Implemented	—
(b) The Department of Political Affairs should make a determined effort to increase the number of females in expert groups	In progress	Increase the ratio of women on the roster of experts

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Item 4 (b) of the provisional agenda*
Coordination questions: New Partnership for Africa's Development

United Nations system support for the New Partnership for Africa's Development

Report of the Secretary-General

Summary

United Nations support is one of the main dimensions of the international community's contribution to the New Partnership for Africa's Development (NEPAD). The present report provides an overview of activities undertaken by entities of the United Nations system since May 2009 in support of NEPAD. The overview is prepared according to the nine clusters established under the Regional Coordination Mechanism of the United Nations agencies working in Africa convened by the Economic Commission for Africa.

The report stresses the need for the United Nations entities to develop an evaluation framework assessing the impact of their support in the implementation of the African Union/NEPAD programme. The report calls for a collective response by the United Nations entities to prevent the global economic crisis from becoming a humanitarian and social crisis in Africa.

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I. Introduction

1. At its forty-fifth session, the Committee for Programme and Coordination recommended that the General Assembly request the Secretary-General to report to the Committee, at its forty-sixth session, and annually thereafter, on the support by the United Nations system to the New Partnership for Africa's Development (NEPAD) (A/60/16, para. 237). The request was endorsed by the General Assembly in its resolution 64/229.

II. Support for the implementation of the New Partnership for Africa's Development

2. The report describes the activities that the United Nations system has undertaken in support of NEPAD since May 2009, drawing on inputs received from the individual entities. This support has been organized around the nine thematic clusters corresponding to the priorities of NEPAD.

A. Infrastructure development

3. The infrastructure cluster comprises four sub-clusters: water, energy, information and communications technology (ICT) and transport. The water, energy and ICT sub-clusters have established inter-agency coordination mechanisms that allow the agencies to deliver as one (UN-Water/Africa, UN-Energy/Africa, the United Nations Group on the Information Society and the United Nations Geospatial Information Working Group). Furthermore, the sub-clusters cooperate with the African Union Commission, the NEPAD Planning and Coordinating Agency[1] and related sectoral ministerial conferences.

4. UN-Water/Africa, chaired by the United Nations Environment Programme (UNEP), co-organized the Second African Water Week in Johannesburg, South Africa, in November 2009, which discussed regional water initiatives and the implementation of the Sharm El Sheikh Commitments on Water and Sanitation adopted by African Heads of State in July 2008. The Second Pan-African Implementation and Partnership Conference on Water, also held in November 2009 in Johannesburg, provided an opportunity for development partners to express commitment to the activities of the African Ministers' Council on Water. UNEP provided technical and financial support to the Bureau of the Council and the consultative processes of its technical advisory committee.

5. In water resource management, the International Atomic Energy Agency (IAEA) uses isotope hydrology techniques to help African countries in exploitation and management of groundwater and surface water resources. IAEA technical cooperation projects are implemented in partnerships with the United Nations Development Programme (UNDP), UNEP and the Global Environment Facility. Through a regional project, IAEA has also been supporting the introduction of

[1] The NEPAD Planning and Coordinating Agency was established by the Decision of the fourteenth African Union Assembly at its meeting of 1 and 2 February 2010, as a technical body of the African Union in replacement of the NEPAD secretariat.

isotope hydrology for exploration and management of geothermal resources in the East African Rift Valley System.

6. The World Bank supports the NEPAD infrastructure short-term action plan through provision of financing for regional investment projects and multi-donor trust funds. Projects approved and under consideration include the West Africa Power Pool (phase II), for the construction of a 60 mw hydroelectric generation facility that will be connected to the Pool grid, the Central Africa Backbone Project, for preparation of physical infrastructure investments in Cameroon, the Central African Republic and Chad, and the Central African Economic and Monetary Community Transport and Transit Facilitation Project, for the rehabilitation and the construction of additional road, rail and bridge segments in Cameroon and the Central African Republic.

7. The Department of Economic and Social Affairs capacity-building project for interregional electricity access and supply in Africa aims to strengthen regional and national capacity to establish the appropriate policy, institutional and regulatory frameworks for regional electricity grid interconnection, in order to increase access to electricity and security of supply. Project implementation is being undertaken in cooperation with the African Union, the Economic Commission for Africa, and the technical secretariats of power pools.

8. The United Nations Industrial Development Organization (UNIDO) is supporting the establishment of the Regional Centre for Renewable Energy and Energy Efficiency of the Economic Community of West African States (ECOWAS). The objective of the Centre is to coordinate regional projects and programmes that seek to establish and operationalize markets for renewable energy and energy efficiency technologies and services in ECOWAS. UNIDO also continues to implement a number of renewable energy and energy efficiency projects in different countries.

9. In 2009 the World Trade Organization organized, in Zambia, a high-level aid for trade review and conference on the North-South Corridor. The North-South Corridor Pilot Aid for Trade Programme is a joint Common Market of Eastern and Southern Africa-East African Community-Southern African Development Community initiative aimed at improving the state of physical transport infrastructure and the regulatory environment for trade and transport.

10. The International Maritime Organization (IMO) developed and disseminated model safety regulations for non-conventional-sized craft and fishing vessels in order to assist countries in reducing the number of accidents on inland waterways. IMO also provided technical assistance to African countries in reviewing and drafting maritime legislation, and setting up an effective maritime administration. Furthermore, IMO has continued to evaluate the existing infrastructure in coastal countries to assist them in the establishment of international search and rescue procedures and maritime rescue coordination centres. As a result of IMO support over the past two years, about 600 officials from various administrations and authorities have benefited from training seminars and have now enhanced human capacity to ensure safe, secure and efficient maritime transport.

11. The International Civil Aviation Organization (ICAO) security audits continued to contribute to the improvement of safety and security of international

civil aviation. During the reporting period, five safety oversight audits of African States were conducted, bringing the total number of audits in Africa to 44.

12. The International Telecommunication Union (ITU) developed and implemented several infrastructure projects across African countries such as the wireless broadband infrastructure project and the establishment of "multipurpose community telecentre" projects for marginalized communities. Jointly with ECOWAS, ITU has facilitated collaboration between countries to connect their national backbone infrastructure to submarine fibre-optic cables.

B. Governance

13. The governance cluster is organized around political governance and economic and corporate governance, and it supports the African Peer Review Mechanism process.

14. UNDP continued to provide technical support to NEPAD's governing bodies such as the NEPAD Steering Committee, the Heads of State and Government Implementation Committee and the African Peer Review Mechanism, and has facilitated their policy formulation work. As the manager of a multi-donor trust fund for the Mechanism, UNDP facilitated financial support from partners to build the capacity of the Mechanism secretariat and to conduct its activities, including the country reviews. The Economic Commission for Africa provided substantial resources to the Mechanism Panel of Eminent Persons, the APRM secretariat and the participating countries, as well as supporting them in mobilizing stakeholder participation and fostering peer learning.

15. The Economic Commission for Africa continued to promote good governance practices in all sectors of society, including through expansion of its project on assessing and monitoring progress towards good governance in Africa. This project produced the second edition of the *African Governance Report* in 2009, which assists African countries to develop and internalize the norms of good governance within the public and private realms, enhance analysis and disseminate information and best practices.

16. The Department of Economic and Social Affairs has supported the establishment of an institutional mechanism for building the professional capacities of human resource managers in the public service, namely the Africa Public Sector Human Resource Managers' Network, launched in February 2009 in Arusha. The overall objective of the Network is to provide human resource managers in the public sector with a networking platform for advocacy, human resources management, professional development and knowledge sharing.

17. Under the auspices of the Tokyo International Conference on African Development, the Capacity Development for Pro-Poor Private Sector-led Growth through Enhancing Corporate Governance Project is implemented in Ghana by UNDP and the Private Enterprise Foundation in support of the implementation of the Programme of Action of the African Peer Review Mechanism country review report. The initiative provided technical assistance to strengthen the public sector regulatory framework for pro-poor private sector development and to develop the capacity of the private sector for enhanced growth through improved corporate governance.

C. Peace and security

18. The peace and security cluster comprises the following sub-clusters: peace and security architecture of the African Union; post-conflict reconstruction and development; and human rights, justice and reconciliation. The cluster has made further efforts to consolidate capacity-building activities in the areas of early warning, conflict prevention, mediation, elections and cross-border issues, which are aimed at deepening the strategic partnership with the African Union and subregional organizations in Africa.

19. The Department of Political Affairs is fully engaged with the Southern African Development Community (SADC) in implementing a mutually agreed cooperation programme on conflict prevention. The Department of Political Affairs and the Office of the Special Envoy of the Secretary-General for the Great Lakes Region have been cooperating with the secretariat of the International Conference on the Great Lakes Region. The objective is to help the 11 countries of the International Conference achieve the Pact on Stability, Security and Development in the Great Lakes Region and transform the region into a space for sustainable peace and security through a regional framework for conflict prevention and resolution.

20. The Department of Political Affairs addresses cross-cutting and cross-border issues, such as the fight against organized crime and drug trafficking through its regional offices. Under the leadership of the Office of the Special Representative of the Secretary-General for West Africa and the West Africa Coast Initiative, an inter-agency project aimed at establishing transnational crime units in four pilot countries (Côte d'Ivoire, Guinea-Bissau, Liberia and Sierra Leone) to enhance intelligence gathering and law enforcement capacities of national institutions, was set up in 2009.

21. The Department of Peacekeeping Operations has supported the operational development of the African Peace and Security Architecture, in particular the African Standby Force through the Department of Peacekeeping Operations African Union Peacekeeping Support Team. The Department has also contributed to the development of the Continental Early Warning System through cooperation between its Situation Centre and the African Union Situation Room.

22. In connection with the comprehensive review of the recommendations contained in the 1998 report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa (A/52/871-S/1998/318), the Office of the Special Adviser on Africa has been conducting consultations with United Nations system agencies and other partners. In December 2009, the Office of the Special Adviser on Africa and the United Nations Liaison Office to the African Union organized, in Addis Ababa, an Expert Group Meeting on the theme "Bridging the peace and development nexus, the role and capacities of African regional and subregional organizations". The Meeting examined the functional and operational aspects and capacity-building needs of the subregional organizations to appropriately address the peace and development agendas and how to engage with the regional economic communities on a regular basis in the implementation of the Ten-Year Capacity-Building Programme for the African Union.

23. The Office of the Special Adviser on Africa convened an Expert Group Meeting on the theme "African perspectives on international terrorism" in Addis

Ababa in June 2009. Participants emphasized the importance of addressing issues of terrorism and counter-terrorism in the context of other complex challenges facing Africa, in particular drug trafficking, small arms and light weapons, civil wars, post-conflict reconstruction, poverty and underdevelopment. The Meeting led to a series of recommendations, including strengthening cooperation between the African Union and regional institutions, and between African institutions and the United Nations, in the context of implementing the United Nations Global Counter-Terrorism Strategy and the African Union counter-terrorism framework.

24. The United Nations Office on Drugs and Crime focused on supporting the implementation of the Programme of Action for Africa (2006-2010) on strengthening the rule of law and the criminal justice systems in Africa, and the African Union Plan of Action on Drug Control and Crime Prevention (2007-2012), by strengthening policymaking, norm-setting and capacity-building at the continental, regional and national levels.

25. The Peacebuilding Commission remained engaged in supporting peace consolidation in the four African countries on its agenda: Burundi, Central African Republic, Guinea-Bissau and Sierra Leone. It also deepened its partnership with the African Union Commission through the visit of a high-level Peacebuilding Commission delegation to the African Union Commission headquarters in November 2009. The Peacebuilding Fund currently provides funding for peacebuilding activities in 11 African countries.

26. Following a request by the African Union Executive Council, the sub-cluster on post-conflict reconstruction and development, chaired by the Office of the United Nations High Commissioner for Refugees (UNHCR), supported the African Union in the development of a binding legal instrument for the protection of internally displaced persons (IDPs) and preparations for the first African Union special summit on refugees, returnees and IDPs. The activities included advocacy, substantive and institutional support in the preparation of background and conference papers, and the mobilization of resources.

27. The United Nations Capital Development Fund (UNCDF) new MicroLead facility has a "fast-disbursing" window specifically designed for post-conflict conditions, which was piloted last year in Southern Sudan. Seven of the nine MicroLead grants executed by the end of 2009 were in Africa, amounting to $13.6 million. These grantees will be working with a total of 430,000 new depositors and 470,000 new borrowers by the end of 2013. MicroLead expects to award additional grants in Africa in the first half of 2010.

D. Agriculture, food security and rural development

28. The cluster supports efforts to increase food security and agricultural development in Africa, through the implementation of the Comprehensive Africa Agriculture Development Programme (CAADP). Efforts of the cluster have contributed to the acceptance of CAADP by major development partners and the United Nations system as a framework for the delivery of food security and agricultural development assistance. During the last two years, 13 countries and ECOWAS have concluded their country round-table process and signed a compact. Five of them have already embarked on formulating investment programmes with

the Food and Agriculture Organization of the United Nations (FAO) support for funding.

29. Political, technical and financial support for CAADP emerged as a key outcome of the Group of Eight (G-8) Summit at L'Aquila, Italy, in July 2009. The principles set forth in L'Aquila were further endorsed at the World Summit on Food Security organized in Rome, in November 2009, by FAO, in collaboration with the International Fund for Agricultural Development (IFAD) and the World Food Programme (WFP). The Declaration adopted pledged to support CAADP, recognizing it as an effective vehicle for ensuring that resources are targeted to country plans and priorities. It was therefore adopted as the framework for the implementation of L'Aquila Food Security Initiative.

30. The secretariat of the High-Level Task Force on Global Food Security, whose members include FAO, IFAD, the International Labour Organization (ILO), the International Monetary Fund (IMF), the Department of Economic and Social Affairs, the Office for the Coordination of Humanitarian Affairs, the Office of the United Nations High Commissioner for Human Rights, UNDP, the United Nations Children's Fund (UNICEF), WFP, the World Bank, the World Trade Organization and the Executive Office of the Secretary-General, is hosted by IFAD in Rome. During the reporting period, the work of the Senior Steering Group of the Task Force focused on the follow-up to the L'Aquila Food Security Initiative, where NEPAD and CAADP are expected to be the biggest beneficiaries of the $20 billion pledged at the G-8 summit in L'Aquila. FAO, in collaboration with some members of the Task Force, is assisting Benin, Togo and Sierra Leone to operationalize their CAADP compacts by formulating investment programmes and projects ready for financing from domestic and external resources.

31. The World Bank has been administering a multi-donor trust fund for the implementation of the CAADP since 2008. This collaborative effort has resulted in a significant harmonization in donor support for CAADP processes and investment programmes. A separate trust fund administered by the World Bank has been established specifically to support the regional institutions responsible for implementation of pillar IV of CAADP: agricultural research.

32. The World Bank West Africa Regional Fisheries Programme aims at the sustainable management of regional fisheries and increasing local revenues from the fisheries trade. The East Africa Agricultural Productivity Programme established a new regional centre of excellence for agricultural research focused on cassava and region-wide dissemination of improved seed varieties and technologies. FAO, the Economic Commission for Africa and UNIDO have been collaborating on a capacity-building project for sustainable modernization of agriculture and rural transformation. Its best practices for selected African strategic commodities were assessed in West Africa, Central Africa and Southern Africa, using the value chain approach.

33. WFP support to NEPAD continued to focus on key NEPAD priority areas, such as boosting agricultural production by providing market access to locally produced food to support school feeding and health programmes, under the auspices of the NEPAD Home-Grown School Feeding flagship project; leveraging WFP local food procurement capacity to enhance market access for smallholder farmers by, inter alia, buying food closer to the farm gate; and promoting food and nutritional

security through enhancing resilience in food crises through establishing reliable food-reserve systems.

34. The WFP five-year Purchase for Progress pilot project launched in September 2008 links WFP demand for staple food commodities with the technical expertise of a wide range of partners to support smallholder farmers boost agricultural production, sell their surplus at a fair price and increase their annual farming incomes. This initiative is being implemented on a pilot basis in 15 African countries in partnership with FAO and other United Nations agencies and the African Union. By the end of 2009, 33,300 tons of food had been contracted from 10 countries and 6,000 smallholder farmers, small and medium traders and warehouse operators had been trained.

35. WFP is providing technical support to the African Union/NEPAD in the design of a pan-African disaster risk pool for Member States to draw upon for immediate cash in the event of an extreme drought, flood or cyclone. To this extent, WFP has developed a software platform, Africa RiskView, which translates satellite-based rainfall data into near real time food security impacts for every first-level administrative district for every country in sub-Saharan Africa.

36. The African Task Force on Food and Nutrition Development, the African Union Commission and its NEPAD programme, regional economic communities, UNICEF, WHO, FAO and WFP met in Addis Ababa in November 2009 to harmonize the implementation of the Africa Regional Nutrition Strategy (2005-2015) in order to address emerging nutrition issues such as increasing cases of hunger and famine and high food prices; developed a workplan that focuses on three main areas; coordination and resource mobilization; nutrition information and knowledge management; and capacity development in food and nutrition. The African Union Commission and WHO organized an expert consultative meeting on the Africa Regional Nutrition Strategy, which resulted in high-level commitment to address malnutrition in Africa through a multisectoral approach. Subsequent to the meeting WHO and UNICEF collaborated in supporting policy development, capacity-building and advocacy in the region to address malnutrition and food insecurity.

37. IAEA assistance in the area of agricultural productivity is provided through national and regional projects in the areas of animal production, pest control, crop productivity, and soil and water management. IAEA is providing significant assistance to develop a regional capability of veterinary laboratories for the control of animal diseases and enhance the application of appropriate selection criteria for genetically improved livestock. The signing of a memorandum of understanding between IAEA and the African Union Pan-African Tsetse and Trypanosomosis Eradication Campaign in November 2009 marks the recognition of the need to improve the coordination of the respective activities of the two organizations. Under regional crop improvement projects, 17 African Regional Co-operative Agreement for Research, Development and Training Related to Nuclear Science and Technology Member States are working on the improvement of traditional crops that have not yet benefited from conventional breeding techniques.

E. Industry, trade and market access

38. The cluster continued supporting African regional and subregional organizations in strengthening their capacity to lead the development, resource

mobilization, implementation and monitoring of African Union/NEPAD programmes and projects in the area of industry, trade and market access.

39. The International Trade Centre UNCTAD/WTO (ITC) has boosted its development partnerships with donors and clients towards small and medium size enterprises export success in developing countries and increased support for least developed countries, landlocked developing countries and small island developing States in Africa. ITC continued to implement 15 Enhanced Integrated Framework Window II projects in Benin, Guinea, Lesotho, Malawi, Sao Tomé and Principe, and Senegal.

40. Technical assistance, including through the Enhanced Integrated Framework or the Aid for Trade Initiative, remains the core of World Trade Organization support to Africa. The second Global Review of Aid for Trade, held in July 2009, discussed how aid flows can be maintained against the backdrop of a global recession, and highlighted the increasing participation of South-South partners in aid for trade.

41. The United Nations Conference on Trade and Development (UNCTAD) is leading a multiagency effort to identify, classify and categorize non-tariff measures in international trade. The UNCTAD Secretary-General's Group of Eminent Persons on Non-Tariff Barriers met in November 2009 and agreed that UNCTAD should collaborate with several regional groupings in Africa to collect and classify non-tariff measures applied by their member countries. An initial contact was established with the East African Community (EAC) to support this effort.

42. UNCTAD is preparing a national study on new and dynamic sectors for Rwanda, as well as assisting Mozambique, Senegal and Zambia to strengthen public policies for fostering the creative economy in Africa. In 2009, two assessment studies were undertaken and validated at national workshops in Zambia and Mozambique on creative industries in order to identify needs and priorities and to recommend strategies to generate employment and income.

43. During 2009 ITC began aligning selected services with those of WTO, UNCTAD and the World Bank. With UNCTAD, alignment has taken place on the Empretec programme, where ITC is also providing enterprise competitiveness training. This is augmented by the ITC partnership with WTO, UNCTAD and the World Bank, which is providing African countries with a comprehensive trade facilitation programme under the Aid for Trade Initiative. ITC, UNIDO and UNCTAD have jointly helped seven least developed countries to develop integrated country programmes for building productive and trade capacities, responding to priority needs identified in the Diagnostic Trade Integration Study for each.

44. UNIDO continued to provide support in the development and the finalization of the implementation strategy of the African Union Action Plan for Accelerated Industrial Development of Africa. At the request of the African Union, UNIDO finalized the development of a resource mobilization strategy; a monitoring and evaluation framework; and steering committee architecture for the Action Plan for Accelerated Industrial Development of Africa. UNIDO implements a number of programmes focused on youth entrepreneurship in Africa. The Mano River Union multi-stakeholder programme for productive and decent work is complemented by programmes in Angola, Cape Verde, Mozambique, Namibia, Rwanda, Senegal and the Sudan. A number of UNIDO projects and programmes focused on building the

capacities of small and medium size enterprises in Africa, and capacity-building support to Governments for industrial policy review and management.

45. To contribute to the gradual integration of Africa into the world economy, UNIDO is implementing an industrial upgrading programme in the West African Economic and Monetary Union (UEMOA) and the West Africa Quality Programme in ECOWAS. Achievements to date have included training and certification of 370 national experts and 160 representatives of national institutions in enterprise diagnostics and upgrading, the sensitization of 120 experts to international standards and the training of 300 lab consultants, technicians and quality managers. The East Africa Trade Capacity-Building Programme aims at updating and harmonizing food safety regulatory frameworks, raising awareness on food safety standards/quality issues, developing food chain and risk analysis, and providing inspection surveillance services within the EAC countries.

46. Joint efforts by the African Union/ILO Joint Task Force resulted in the establishment of the Productivity Agenda for Africa and the programme on upgrading the informal economy, as well as measuring progress of the implementation of the 2004 Ouagadougou Plan of Action on Employment Promotion and Poverty Alleviation. Following a request from NEPAD Planning and Coordinating Agency, ILO agreed to develop a programme to mainstream employment in all NEPAD programmes through the application of the United Nations System Chief Executives Board for Coordination Toolkit for mainstreaming employment and decent work. The cooperation between ILO and NEPAD would focus on youth employment.

47. In view of the potential role of diversification in supporting Africa's improved economic performance and resilience, the Office of the Special Adviser on Africa prepared a study on economic diversification in Africa, which highlighted the critically important role of government leadership in driving such diversification. Special focus was given to the role of the private sector along with regional structures such as regional economic communities, and the broader international context. Recommendations of the study focused on improved strategies, mechanisms and coordination between stakeholders, together with general capacity-building and targeting an improved business-enabling context. The recommendations of the study were reviewed and finalized at the Expert Group Meeting on economic diversification in Africa held in Addis Ababa in November 2009.

F. Environment, population and urbanization

48. The focus of the cluster is to address the challenges of growing populations and movement of people; rapid growth of towns; environmental degradation; and the lack of demographic statistics. One of the major impacts of UNEP and other partners' support has been the operationalization of the NEPAD Action Plan for the Environment Initiative. This is demonstrated by the finalization of the NEPAD subregional environmental action plans and the development of the National Action Plans. Furthermore, the cluster adds value by institutionalizing an integrated approach, i.e., highlighting the interlinkages between environmental pressures and opportunities, and population and urbanization pressures and opportunities.

49. A good example of the concerted engagement of the cluster in the Climate Change Agenda was in the context of the African Ministerial Conference on the Environment special session in Nairobi in May 2009. The outputs of the session included the Nairobi Declaration on the African Process for Combating Climate Change, the Decision on the African process for combating climate change, the draft African Union decision on the African process for combating climate change and the conceptual framework for African climate change programmes. UNEP continues to support the implementation of the decisions of the Conference and its work programme, which is an integral part of the NEPAD Action Plan for the Environment Initiative.

50. UNEP, in collaboration with the African Union Commission, the NEPAD Planning and Coordinating Agency, ECA and the African Development Bank (AfDB), organized a series of preparatory meetings for Africa's climate change negotiators and provided the negotiators with substantive technical and policy analysis support to strengthen their preparations for the climate change conference held in Copenhagen in December 2009. This process led to a common and informed negotiating position for Africa and the building of the negotiators' capacity in relevant areas.

51. Through the OzonAction Compliance Assistance Programme, UNEP provided capacity-building and specialized technical support to African countries to comply with the Montreal Protocol on Substances that Deplete the Ozone Layer. In 2009, the Programme team specifically supported institutional strengthening of various countries in Africa to effectively implement Montreal Protocol activities and assisted countries to establish and implement terminal phase out management plans and accelerate the phase-out of hydrochlorofluorocarbons in line with the decision of the Meeting of the Parties to the Montreal Protocol.

52. UNEP continued to support the implementation of the African 10-Year Framework Programme on Sustainable Consumption and Production. The main objectives are to strengthen organizational structures to promote sustainable consumption and production in African countries; develop and support projects for implementing sustainable consumption and production methods; support the mainstreaming of environmental education in schools and universities; and promote sustainable procurement by governmental organizations through training courses and awareness-raising. Overall, the activity has led to enhanced expertise and capacity to develop and implement national and local sustainable consumption and production programmes, better preparedness of the African region to participate in and contribute to the eighteenth session of the Commission on Sustainable Development, and an increased awareness of sustainable consumption and production and related issues among stakeholders.

53. The United Nations International Strategy for Disaster Reduction supports strengthening institutional and technical capacity of the African Union Commission, regional economic communities and their respective member States to implement the Hyogo Framework for Action and the Africa Regional Strategy for Disaster Risk Reduction. The Strategy has also strongly advocated for disaster risk reduction as an important component of climate change adaptation.

54. The Office of the Special Adviser on Africa, in cooperation with UNEP, organized an Expert Group Meeting on the theme "Natural Resources, Climate Change and Conflict: Protecting Africa's Natural Resource Base in Support of

Durable Peace and Sustainable Development" in New York in December 2009. The meeting examined the issues of climate change and natural resources conflicts, with special focus on land, water and marine resources, considered particularly vulnerable to climate change. The outcome will contribute to the comprehensive review process of the recommendations contained in the 1998 report of the Secretary-General on the causes of conflict (A/52/871-S/1998/318).

55. The United Nations Human Settlements Programme (UN-Habitat) continues to provide substantive backstopping and technical support for phase II of the NEPAD cities programme in three areas of intervention: (i) monitoring of progress of African cities in the attainment of the Millennium Development Goals in urban areas; (ii) the exchange of knowledge, lessons learned and best practices in pro-poor housing and urban development; and (iii) technical support for the implementation of pilot demonstration initiatives.

56. The regional project "Adaptation to Climate Change in the Coastal Zones of West Africa" is a component of the NEPAD Action Plan for the Environment Initiative. The cost of regional activities to be implemented through the United Nations Educational, Scientific and Cultural Organization (UNESCO) Intergovernmental Oceanographic Commission in 2009-2010 is $660,000, with national components of $250,000 per country per year. To strengthen ecosystem resiliency along these coastal areas, the project is piloting a range of effective coping mechanisms for reducing the impact of climate change-induced coastal erosion.

G. Social and human development

57. During 2009, the cluster registered strong interaction and coordination among the members of clusters and sub-clusters on the basis of an agreed business plan. Major progress in coordinated response included joint support by the United Nations Population Fund (UNFPA), UNICEF and WHO to the African Union Campaign on Accelerated Reduction of Maternal Mortality in Africa, and the United Nations Development Fund for Women (UNIFEM) and UNFPA joint financial and technical support to the Africa-wide campaign against Violence against Women.

58. The Joint United Nations Programme on HIV/AIDS (UNAIDS) has provided support to the African Union to bring together Governments, regional economic communities, and the continental networks of civil society for the third inter-agency meeting on coordination and harmonization of HIV/AIDS, tuberculosis and malaria strategies. These annual meetings have strengthened partnerships between the African Union, NEPAD, AIDS Watch Africa, regional economic communities, countries and civil society to deliver on Africa's commitments on HIV/AIDS, tuberculosis and malaria, and contributed to enhanced interaction among the African Union organs.

59. WHO, in collaboration with partners, has undertaken joint technical action through Harmonization for Health in Africa, a regional mechanism through which collaborating partners[2] provide technical support and capacity-building assistance to countries on a demand-driven basis, through existing development and financing frameworks that draw on a country-led and participatory approach to health policies

[2] AfDB, UNAIDS, UNFPA, UNICEF, WHO and World Bank.

and programmes. Key interventions so far include providing stakeholders with comprehensive communication on progress and country needs for achieving the health Millennium Development Goals; serving as a broker; and facilitating resource mobilization and grant proposal preparation for countries.

60. In addition, on the basis of the Ouagadougou Declaration on Primary Health Care and Health Systems in Africa and its implementation framework, WHO has established a long-term advocacy tool in support of the work of NEPAD to influence the necessary reforms for universal coverage of health services, ensuring that services are people-centered, improving health governance and leadership, and ensuring intersectoral action in addressing the social determinants of health.

61. UNFPA supported the Regional Ministerial Review Conference on the Implementation of the Dakar/Ngor Declaration and the Programme of Action of the International Conference on Population and Development: ICPD+15, held in Addis Ababa in October 2009. The ministerial meeting endorsed and adopted the draft commitment document, which called for strengthening the enforcement of national laws and the implementation of policies, including gender mainstreaming and budgeting, to advance women's economic, social and political rights; integrating comprehensive HIV/AIDS and sexual and reproductive health programmes, maximizing the use of available resources within health system strengthening, and increasing budgets and programmatic priority for prevention, and incorporating analysis of population dynamics and health impacts in policies, strategies and plans, as part of initiatives for climate change mitigation/adaptation.

62. The International Organization for Migration (IOM) in partnership with ECA, worked closely to establish a database of the African diaspora in support of the creation of centres of excellence by the African Union/NEPAD. IOM and ECA drafted an ICT programme for selected countries and regional economic communities to create awareness on legal migration and to promote job creation using ICT among the youth, mobile populations and migrant communities in the Horn of Africa.

63. The WHO/UNEP Joint Task Team continued to work towards the implementation of the Libreville Declaration on Health and Environment in Africa, which was adopted during the first Inter-Ministerial Conference on Health and Environment in Africa, held in August 2008. In 2009, the Team finalized the trial edition of the situation analysis and needs assessment guide as a prerequisite for the preparation of national plans of joint action. The process has led to better collaboration between the Ministries of Health and Environment and to a better understanding of the linkages between health and environment.

64. In the area of health, IAEA support concentrates on the management of cancers, assessment of the efficacy of nutritional intervention programmes, the development of capabilities for nuclear medicine investigations, and control of human communicable diseases. In conjunction with the Programme of Action for Cancer Therapy, several African countries are benefiting from IAEA support to establish the integrated system for comprehensive cancer control covering cancer prevention, early detection, diagnosis and treatment, and palliative care. As a result of IAEA support, 40 radiotherapy centres in 18 African countries have been upgraded and more than 250 radiotherapists, medical physicists, nurses and radiographers have been trained.

65. The International Telecommunication Union (ITU) continued to strengthen human and organizational capacity in Africa in order to facilitate the adaptation to the ever changing telecommunications and ICT environment. Policymakers and regulators, corporate executives and senior managers of telecommunication operators benefited from ITU training and human resource development efforts. ITU continued to support the regional Centre of Excellence that offers advanced training to decision makers and senior executives in policy, regulation, management and network architecture.

H. Science and technology

66. The cluster's support focuses on the implementation of the African Union/NEPAD Africa's Science and Technology Consolidated Plan of Action, which is built on three interrelated pillars: capacity-building, knowledge production and technological innovation.

67. The work of UNESCO is implemented in close cooperation with the regional economic communities, as science is deemed an appropriate vehicle for enhancing regional integration. UNESCO has created the African Science, Technology and Innovation Policy Initiative to build capacities in policy review and reformulation and provide policy advice to African countries. To date, 20 countries have made formal requests to UNESCO to assist them to carry out national science policy reviews or formulation during the period 2008-2010.

68. UNESCO is working to enhance the ability of the African countries to utilize scientific and technical knowledge and to promote innovation. The Global Microscience Experiments Project promotes education in the basic sciences through the use of microscience kits to enable primary and secondary school pupils to conduct practical experiments in chemistry, biology and physics. To date, introductory workshops for science teachers have been organized in 40 African countries.

69. Capacity-building in nuclear science and technology represents one of the major achievements of IAEA support to NEPAD, with high consideration given to the training of young African women professionals. In 2009, 329 fellowships and 130 scientific visits were granted and 1,230 scientists and technicians participated in regional training courses and technical workshops. Furthermore, under IAEA regional projects, African countries have established sustainable national and regional capabilities in the use of ICT for training and education of nuclear engineers, computer scientists and technicians in the fields of nuclear science and technology.

70. The United Nations University Maastricht Economic and Social Research Institute on Innovation and Technology (UNU/MERIT) has been cooperating with the NEPAD African Science, Technology and Innovation Indicators Initiative by giving advice on how to conduct research and development and innovation surveys in African countries; how to interpret the results; and how to provide access to the data without breaking the statistical rule of confidentiality.

71. The World Intellectual Property Organization (WIPO) has been helping African countries in integrating intellectual property into national development plans and in formulating appropriate strategies and plans to enable them to take full

advantage of their intellectual property systems for sustainable development. In the area of innovation, promotion and technology transfer, WIPO provided technical support through pilot initiatives to enhance access to, and sharing of patent and other intellectual property commercial and technical information by research institutions and industry groups, digitization and indexing of patent documents.

I. Communication, advocacy and outreach

72. As Chair of this cluster, the Office of the Special Adviser on Africa continued to work closely with the Department of Public Information, ECA, the NEPAD secretariat and the African Union Commission to improve commitments and advocacy in support of NEPAD priorities in particular and Africa's development in general. Efforts were made in the period under review to publicize more effectively NEPAD progress in sectors such as infrastructure and agriculture.

73. The Department of Public Information, working closely with the Office of the Special Adviser on Africa and ECA, participated in the advocacy and communications cluster by promoting understanding of NEPAD through its work with the media in Africa. The Department continued to cover NEPAD in its quarterly magazine, *Africa Renewal*, through stories on challenges and achievements of NEPAD, the global economic crisis and its impact on Africa, the Millennium Development Goals, peace, security and human rights. It also continued to disseminate information about NEPAD and African development topics to targeted media, academics and civil society groups.

74. Over the years, UNIFEM work in promoting the implementation of the Convention on the Elimination of All Forms of Discrimination against Women and other women's rights instruments in African countries has contributed to the enactment of gender-sensitive laws and policies guaranteeing women's rights in relation to family relations, inheritance, citizenship, land, access to services, including those related to HIV/AIDS treatment, care and prevention, and protecting women from violence, discrimination and exclusion.

75. UNAIDS advocacy work is focused on mobilizing leadership towards universal access to HIV services and Millennium Development Goals targets. Specifically, UNAIDS collaborates with the leadership of the African Union, AfDB, the Organization of African First Ladies against HIV/AIDS, regional economic communities, civil society, the private sector, funding mechanisms such as the Global Fund and bilateral cooperation present in the region (President's Emergency Plan for AIDS Relief (PEPFAR), French Cooperation, GTZ, AWARE) and the newly established media network on HIV/AIDS, tuberculosis and malaria.

76. UNFPA, in collaboration with the African Union, UNICEF and WHO, has contributed to the finalization of the advocacy document for the Campaign for the Accelerated Reduction of Maternal Mortality in Africa, launched in Addis Ababa by Africa Union Ministers of Health in May 2009, and approved by the African Union Conference of Ministers of Health. Many countries have started to put in place maternal mortality reduction programmes, and about 12 countries plan to launch the Campaign in 2010.

77. Through its flagship publications, ECA continues to provide technical and policy advice and other advocacy services to Member States. The 2010 Economic

Report on Africa focused on how to reorient growth strategies to promote high and sustainable long-term growth rates to reduce unemployment, with special attention to vulnerable groups. In its fourth edition of Assessment of Progress Regional Integration in Africa, ECA focused on enhancing intra-African trade.

III. Policy issues in the implementation of NEPAD

A. Strengthening of the cluster system and enhancement of United Nations/African Union cooperation

78. The past year has seen further progress in the enhancement of the support provided by the United Nations system for the implementation of NEPAD and the Ten-Year Capacity-Building Programme for the African Union, and in strengthening the cluster system.

79. The Regional Coordination Mechanism process has gained further momentum. An increased number of United Nations agencies and organizations are supporting the Regional Coordination Mechanism secretariat based at the ECA headquarters. UNDP, ILO and UNEP continued assisting the Regional Coordination Mechanism secretariat financially and assigning staff to it. The secretariat enhanced the coordination of United Nations agencies in support of Africa's development at the regional and subregional levels; strengthened cooperation between the United Nations and African regional organizations; increased institutional support to the African Union Commission and the NEPAD Planning and Coordinating Agency. During the period under review, many clusters have met more frequently and more meetings were organized at the African Union Commission.

80. The tenth session of the Regional Coordination Mechanism was held in November 2009 and was attended by 193 participants. It made key recommendations to bring United Nations system organizations and African regional and subregional organizations closer for increased effectiveness. It was suggested to transform the Regional Coordination Mechanism secretariat into a joint secretariat of the African Union Commission/NEPAD and United Nations system organizations in order to promote greater synergy and coherence among the parties. The meeting also recognized that a subregional coordination mechanism was essential to provide a link between regional-level activities and country-level national priorities, actions and implementation, as well as respond to the needs of the regional economic communities, and urged its establishment in all subregions, taking into account the specificities and the priorities within each subregion.

81. Furthermore, the meeting discussed the review of the Ten-Year Capacity-Building Programme for the African Union and agreed that the review was an important occasion to further popularize the Programme at the level of the United Nations, African Union and regional economic communities. The meeting urged that regional economic communities should be fully represented in the review process team. It was agreed that ECA, the United Nations Liaison Office and the African Union Commission should undertake the review jointly and mobilize the necessary resources from other United Nations agencies.

B. Support to mobilization of financial resources for the implementation of NEPAD

82. IMF helps low-income countries to achieve macroeconomic and financial stability, promote growth and reduce poverty by providing financial support through financing facilities. The Poverty Reduction and Growth Facility Trust provides for three new concessional facilities, which support country-owned poverty reduction efforts. Sub-Saharan African countries have received over $4.7 billion in debt relief from IMF. Debt relief under the Heavily Indebted Poor Countries (HIPC) Initiative and the Multilateral Debt Relief Initiative (MDRI) has helped reduce the debt burden of HIPC countries and freed resources for poverty reducing expenditures.

83. UNCDF joined the multi-donor Financing Facility for Remittances, set up by IFAD, and co-financed by the European Union, the Consultative Group to Assist the Poor, Luxembourg, the Inter-American Development Bank (IADB) and the Spanish Agency for International Cooperation for Development. The purpose of the Financing Facility for Remittances is to scope out, select and fund innovative approaches that facilitate access to remittance services by the poor. This is particularly true in Africa, where IFAD estimates that the African diaspora contributes about $40 billion in remittances every year, and where the cost of sending money to Africa remains relatively high and subject to wide variations.

84. UNCTAD finalized its investment policy reviews for Burkina Faso, Burundi, Nigeria and Sierra Leone. Out of 28 completed reviews, 19 were prepared for African countries. UNCTAD recently assisted countries in implementing their review recommendations. The UNCTAD Debt Management and Financial Analysis System Programme continued to support 21 countries, strengthening human and institutional capacity to manage debt in an effective and sustainable way. In November 2009, the seventh Debt Management Conference of UNCTAD discussed debt management and public finance with senior debt experts from 34 African countries.

85. FAO has mobilized financial resources under three projects amounting to $10 million to finance technical assistance to NEPAD, the African Union Commission and ECOWAS in translating the national and regional CAADP compacts into operational investment projects and to strengthen the capacities of these continental and regional institutions.

86. The United Nations Global Compact Office launched a new United Nations-business partnership gateway featuring NEPAD primary objectives as a global issue. This gateway allows companies willing to contribute to United Nations activities and projects to browse through a catalogue of humanitarian needs and partnership opportunities, or submit ideas for collaboration.

87. The United Nations Fund for International Partnerships (UNFIP), in partnership with the United Nations Foundation and several United Nations agencies, has committed over $62.8 million in funds to a number of development projects in Africa, including supplying measles vaccinations in order to reduce annual global measles deaths by 90 per cent by 2010; malaria prevention activities in refugee camps in 15 African nations; and support for resource mobilization activities for polio eradication in Nigeria.

C. Cross-cutting issues

88. In view of the severe impact of the current global economic and financial crisis, a panel discussion on the theme "Recovering from Global Crisis: Towards an Action Plan for Africa and the Least Developed Countries" was co-organized by the Office of the Special Adviser on Africa, the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States and United Nations University/World Institute for Development Economics Research as a side event to the United Nations Conference on the World Financial and Economic Crisis and its Impact on Development, on 25 June 2009. The panel discussion focused on the policy responses of the international community and measures needed to accelerate Africa's and the least developed countries recovery from the crisis. The recommendations of the panel included the establishment of a joint action plan to mitigate the crisis, and reducing dependence on commodities. At the same time, the international community should ensure that it honours the commitments made in support of the development of least developed countries and Africa.

89. In preparation for the Fourth United Nations Conference on Least Developed Countries, the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, in collaboration with ECA and UNDP, convened the Africa regional preparatory meeting on 8 and 9 March 2010 in Ethiopia. The objective of the meeting was to undertake a comprehensive review of the implementation of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010, assess the effectiveness of the existing mechanisms for follow-up, monitoring and review, and propose measures at national and regional levels to advance development of least developed countries in the next decade.

90. ECA, jointly with the Organization for Economic Cooperation and Development launched a report on the mutual review of development effectiveness at the twentieth Summit of NEPAD Heads of State and Government Implementation Committee. The main objectives of the report are to gauge the extent to which commitments made by Africa and its development partners have been delivered, whether they have produced the desired results and what are now the key future policy priorities.

91. UNFPA provided technical, programme and management support to 14 regional, subregional and national women/gender-focused institutions, organizations and networks, including Africa First Ladies' initiatives. Knowledge and skills of national partners from 29 countries across Africa in gender mainstreaming were improved. UNFPA also technically and financially supported the preparation of the continental gender policy and advocacy workplan for its approval. The African Union produced a draft document of the Africa Continental Gender Policy Action Plan, and national partners from 32 countries were trained in gender responsive budgeting.

92. UNIFEM, UNAIDS, UNICEF and others are supporting the Africa-wide campaign to end violence against women and girls, whose objective is to mobilize commitment to ending violence against women and girls, and to empower women and their communities to stop gender-based violence and demand accountability. UNIFEM launched the Africa regional component in January 2010 at the African

Union Summit in Addis Ababa. The UNiTE to End Violence against Women and Girls campaign in Africa responds to the gap in the implementation of various agreements and commitments of African countries to take action to eradicate violence against women, with the overriding theme and focus on ending impunity with regard to acts of violence perpetrated against women and girls. UNICEF provided technical input to the Africa-wide campaign on violence against women, as well as the preparation of the International Conference on Population and Development +15, held in Addis Ababa in October 2009 and Beijing +15 in Banjul in November 2009.

D. Institutional support

93. During the period under review, FAO assisted NEPAD in the preparation and organization of CAADP country and regional round tables, monitoring compliance by African countries with the Maputo Declaration target of increasing resource allocation to the agriculture sector to 10 per cent of the national budget and organizing meetings and seminars to promote donor support and coordination. FAO institutional support to NEPAD will continue under the different projects that have been recently approved by Spain and Italy towards accelerating CAADP implementation.

94. UNEP finalized in 2009 a small-scale funding agreement with NEPAD for $100,000 to support the review of the implementation of the NEPAD Action Plan for the Environment Initiative. The review will focus on the work undertaken since the implementation of the Action Plan started, including achievements, challenges and lessons learned.

95. The United Nations Office for Partnerships continues to support the African Union on public-private partnerships, especially through a partnership forum at the African Union Summit that would engage private sector leaders and facilitate the participation of African Union representatives in relevant high-level meetings and conferences hosted by the private sector.

96. ILO has helped strengthen the institutional capacity of the African Union Commission in the area of labour and employment and has thus reinforced its capacity for the implementation of the Ouagadougou Plan of Action. ILO provides analytical, policy and technical services, particularly with a view to making employment central to the economic and social policies of the African Union. ILO has also supported the African Union in preparing the first comprehensive report on the implementation status of the African Union 2004 Extraordinary Summit Declaration and Plan of Action on Employment and Poverty Alleviation in Africa and mechanism for implementation in preparation for continental high-level meetings on the topic.

97. UNFPA, with the collaboration of IOM, supported the African Union Commission and its NEPAD programme in the establishment of the African Union Youth Volunteers Corps, which was endorsed by the 2010 Conference of African Union Ministers Responsible for Youth. UNICEF assisted the African Union and its NEPAD programme to initiate the establishment of the AfricaInfo database. AfricaInfo will be a performance tracking and monitoring tool that will, inter alia, monitor commitments made by African Governments at the special summit of the African Union Heads of State and Government on HIV/AIDS, tuberculosis and

malaria held in Abuja in 2006, the Pan African Forum on the Future of Children, the Millennium Development Goals and NEPAD.

E. Challenges and constraints

98. Despite progress in providing coordinated support to NEPAD, a number of challenges remain, which include:

- Limited joint planning and programming, with cluster members operating on the basis of their own respective mandates, programming cycles, and funding and reporting systems.
- Constraints owing to the lack of funding to bring policy and capacity-building activities to scale. In particular, there is a lack of mechanisms for joint resource mobilization or joint budgetary contributions.
- Challenges in coordination and information exchange between the different clusters and sub-clusters.
- A lack of focus of cluster activities on current African Union/NEPAD strategic plans and priorities.
- The need to fully mainstream cross-cutting themes such as gender, culture, capacity-building, youth and regional integration into the cluster activities.

IV. Conclusions and recommendations

99. **The United Nations system has demonstrated greater commitment in support of the priority areas of the African Union/NEPAD programme through the nine clusters of the Regional Coordination Mechanism. The support has been in four categories: funding of programmes and projects; technical assistance, capacity- and institution-building; advocacy; and humanitarian relief.**

100. **Development actors, such as civil society, philanthropic foundations, bilateral donors and the private sector, are increasingly present at the country level and providing multifaceted assistance to African countries. United Nations entities should further strengthen collaboration with these non-United Nations players in the design and implementation of programmes.**

101. **The clusters should continue to align and harmonize their activities and priorities with the African Union/NEPAD strategic plans, the African Union/United Nations Ten-Year Capacity-Building Programme and other relevant regional priorities. At the same time, United Nations system organizations and agencies should cooperate with the various departments of the African Union Commission, thus allowing the African Union Commission/NEPAD to tap more effectively into the expertise and the resources available from the Regional Coordination Mechanism and the cluster members.**

102. **To make long-term strategic and coherent policy decisions and encourage demand-driven approaches to development, United Nations agencies should support national leadership and ownership where African countries drive their own development priorities.**

103. **As the implementation of the African Union/NEPAD programme is gaining momentum, it is timely for United Nations entities to initiate evaluating and reporting on the impact of their support to NEPAD projects. An effective monitoring and evaluation framework could identify implementation gaps and develop action plans to address them.**

104. **In a globalized economy, the United Nations system needs to prevent the global economic crisis from becoming a humanitarian and social crisis in Africa, with potential political consequences. In bringing together their knowledge, expertise, capacities and comparative advantages, all United Nations entities should formulate a coordinated and collective response that would turn the current crisis into an opportunity for Africa and put African countries on a path to sustainable growth and development.**

105. **The secretariat of the Regional Coordination Mechanism should be transformed into a joint secretariat of the African Union Commission/NEPAD and United Nations system organizations to promote greater synergy and coherence among the parties.**